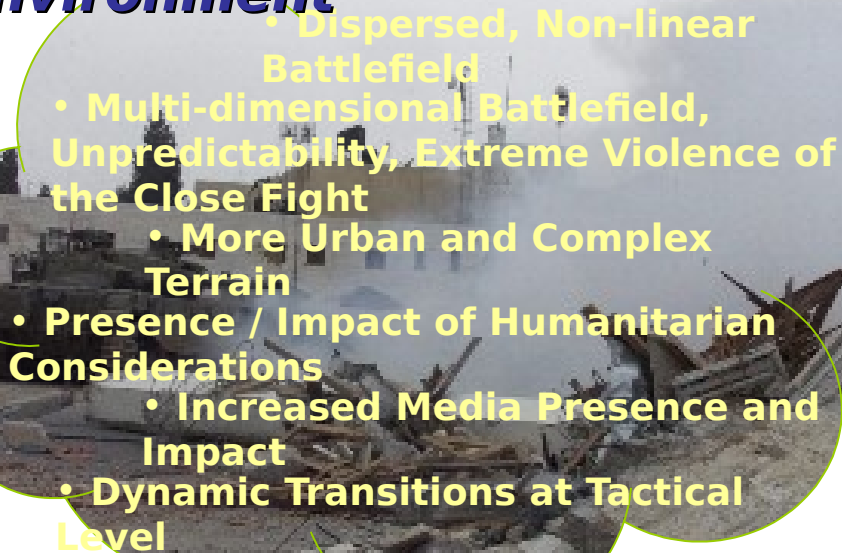





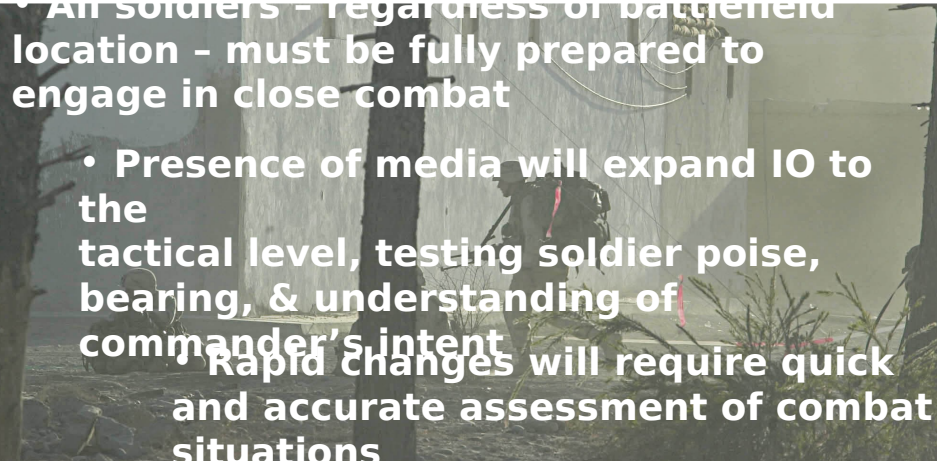
The Operational Environment And The OF Soldier Which

The Future Environment

- 
- Dispersed, Non-linear Battlefield
 - Multi-dimensional Battlefield, Unpredictability, Extreme Violence of the Close Fight
 - More Urban and Complex Terrain
 - Presence / Impact of Humanitarian Considerations
 - Increased Media Presence and Impact
 - Dynamic Transitions at Tactical Level

- 
- Constant, high intensity, close combat
 - No rear areas - no sanctuary
 - Information Operations effects down to the tactical level
 - Constantly changing ROE and tactics
 - Combatant and non-combatant roles blurred.
 - Extreme stress, soldier / leader fatigue

Requires Consideration of these Factors

- 
- All soldiers - regardless of battlefield location - must be fully prepared to engage in close combat
 - Presence of media will expand IO to the tactical level, testing soldier poise, bearing, & understanding of commander's intent
 - Rapid changes will require quick and accurate assessment of combat situations



Increased physical & psychological stress over longer time frame

- Dispersed distances will challenge discipline, motivation, and confidence in self and team
- Rapid individual judgment and decision-making function at lower levels

Implications for Soldiers

“By far the most important design requirement will be the development of adaptable soldiers,

A Different Operational Environment Requires

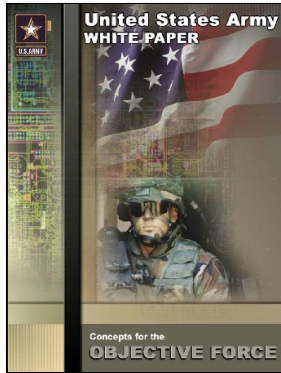
new ways to think & operate

Design education and training to . . .

- Develop a universal soldier identity as **warriors** with a common baseline of values, discipline, and warfighting expertise
- Develop mental agility and versatility to master rapid transitions
- Develop confidence resolving ambiguity and dominating any situation
- Develop and foster a universal, **warrior** culture based on disciplined initiative, teamwork and mutual respect & appreciation



Soldiers Are the Centerpiece of Our Formations



Objective Force Soldiers must master the transition requirements to *see first, understand first, act first, and finish decisively* faster than the enemy. How we enable this Soldier to accomplish this will have profound implications on how the Army recruits, trains, and equips its Soldiers

Soldiers' Confidence Derives From

- **Confidence in Training**
- **Confidence in Equipment**
- **Trust in Leaders**



“Their collective proficiency and willingness to undergo the brutal test of wills that is combat remains the ultimate test of Army force readiness.”

Preparing Soldiers for the Objective Force



- Invest in those qualified to join the Army
- Instill the Army Values
- Imbue the Warrior Ethos
- Motivate to remain, and develop through standards-based, life-long learning
- Train as fit, disciplined, and adaptive team members
- Psychologically and Physically prepare for full spectrum conflict

Effective training produces the force - soldier, leaders, and units - that can successfully execute any assignment or mission (FM 7.0., Training the Force, 1 Oct)

Different!

the Past.”

~~FROM TODAY~~

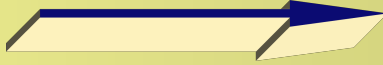
- **Structured learner**
- **Wants to succeed**
- **Narrow commitment**
- **Leader dependent**
- **Orders dependent**
- **Reactive**
- **Structured deployability**
- **Externally motivated**
- **Follower-oriented**
- **Undeveloped judgment**
- **Limited tech exposure**
- **Task-Focused**

SUSTAIN

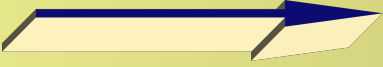
Embraces Army Values



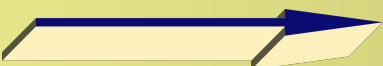
Rapid Learner



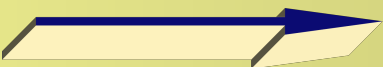
Desire for Team Membership



High Motivation



Rapidly Evolves to New Tech



TO THE FUTURE

- 
- Adaptive learner
 - Refuses to accept defeat
 - Broad commitment
 - Self-reliant
 - Disciplined initiative
 - Proactive
 - Deployable mindset
 - Self-motivated
 - Leader potential
 - Sound judgment
 - Comfortable with new technology
- h • Dominates Situations**

***...Every Soldier Imbued with
Army Values and the Warrior***

The Objective Force Soldier Model

"BE"

"KNOW"

"DO"

Values

Characteristics

Actions

A Soldier of Character and Competence Imbued with the Warrior Spirit, Persuasive in Peace, Invincible in War!

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

Warrior Ethos
Self disciplined
Active Team Member
Proactive
Physically & Mentally tough
Self-Motivated
Confident
Leader Potential
Disciplined initiative

Dominates situations
Deployable mindset
Self Reliant
Adaptive Learner
Decisive
Sound Judgment
Versatile
Expert in Warfighting and in the use of Emerging Technology

Operating
-See first
-Understand first
-Act first
-Finish Decisively
Interacting
- Listen
- Speak
- Network
Improving
-Learn
-Grow
-Achieve

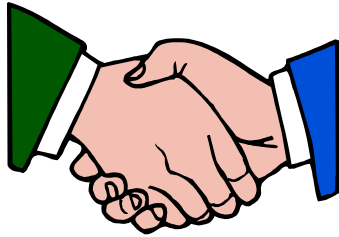
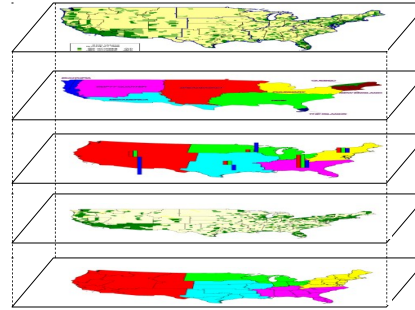
The Objective Force Soldier - Centerpiece of Our Warrior Culture

Transforming The Accessions Process - Accessing

FIRST HANDSHAKE

UNDERSTAND THE MARKET

Situational awareness
Objective Force market dynamics

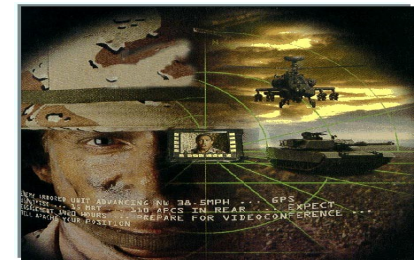


STRATEGIC OUTREACH

Leverage communications technology
National campaign strategy
Warrior Ethos message

RECRUIT

Empower recruiters through selection and training
Web-based recruiter engagement
Physical, mental, skill-based assessment



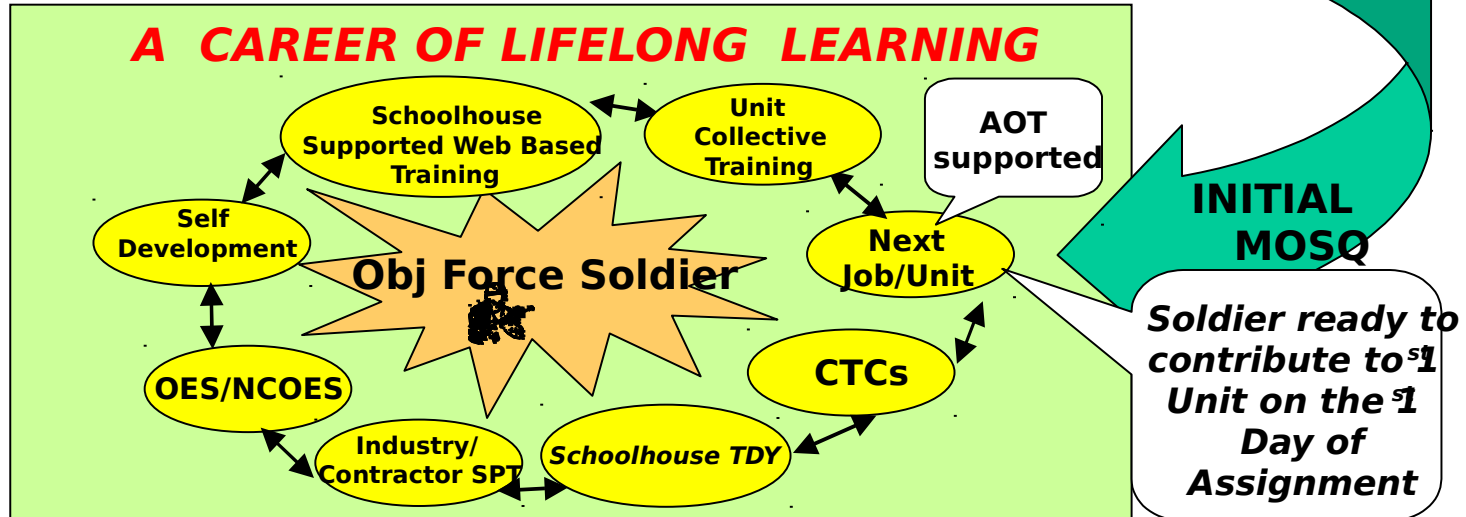
**"A seamless, integrated, standards based process that transitions
between recruiter, soldier, trainer, and first unit"**

• Market • Outreach • Recruit • Assess • Preconditioning

Transforming The Accessions Process

TO FIRST UNIT

Initial Entry Training Integrated Training Model



• Market • Outreach • Recruit • Assess • Preconditioning •

PRECONDITIONING

FROM TODAY

- **Limited Assessment/
Inaccurate Predictor of
Success**
- **Attrition-Based System**
- **Extensive Rehab Time/
Physical & Psychological**



**Sets Soldiers Up for
IET SUCCESS!**



**Invests in soldiers
qualified to be
in the Army**

TO TOMORROW

- **Comprehensive Assessment-Based
Training**
- **Tailored PRT**
- **Language**
- **Soldiers Positively Reinforced**



• Market • Outreach • Recruit • Assess • **Preconditioning** •

Implications

Leverages Early Assessment

(Training Population has High Potential for Success)

Drives the Overuse Injury Population to Zero

Reduces TTHS

(Preconditioning time much less than rehab)

Maximizes Flow Through IET

Maximizes Potential for Retention

OF Initial Entry Training



FROM TODAY

- BCT, OSUT, AIT Constructs
- Branch vice Warrior Ethos
- High Student-Instructor Ratio
- Standard Army PRT
- Minimum Standards Based

TO TOMORROW

- Job Skills Trained under Battlefield Conditions/Integrate Combat Skills
- Value Based, Warrior Ethos Imbued
- Maximum Potential Focused
- Unit Cohesion Leveraged to the Fullest
- PRT Designed to :
 - Maximize Performance
 - Minimize Attrition
 - Follow-on Technical Skill Training By Exception/Multiple Means
- Modernization Fully Synchronized with Opn'l Army Equi

• Market • Outreach • Recruit • Assess • Preconditioning •

Implications

- **High Performance MOSQ- Immediately Relevant to 1st Unit**
- **Supports Train, Alert, Deploy**
- **Grounded in Army Values**
- **Imbued with Warrior Ethos**
- **Enabled by OF MOS Modernization (Task Update, MOS Consolidation, Restructure)**

Assignment Oriented Training

- Training focused on requirements for unit assignment
- Component of Life Long Learning Process - Provides TRADOC resident and/or distributed training
- Permits training of individuals for an Army comprised of Legacy, Stryker, and Objective Forces - next 25 years
- Enables unit manning and unit rotation options
- Improves unit readiness - soldiers arrive able to immediately contribute to the unit



**Fundamental
to Train-Alert-
Deploy
Strategy!**

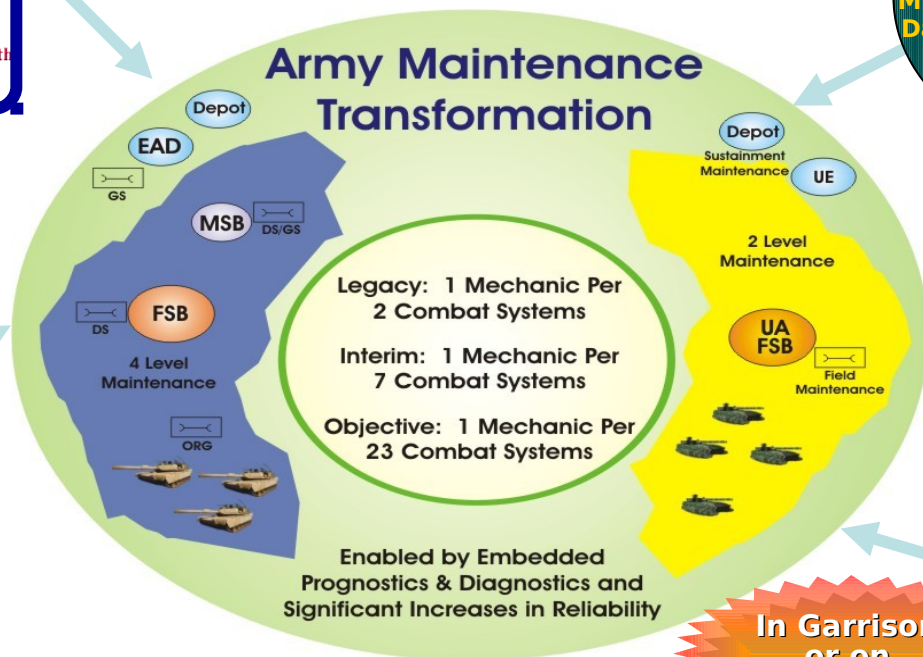
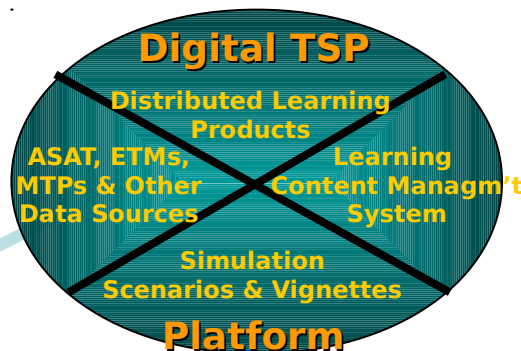
Implications

- Improves MOSQ - Moves soldiers from 78% to better than 95% of critical tasks trained in the institution
- Fundamentally changes future training base infrastructure. Distributed now to wherever soldiers are in addition to the traditional schoolhouse.
- Soldiers trained on same equipment in 1st Unit
- Keeps pace with changing technology
- Sustainment training available through DL
- Will require transformation of the personnel assignment process.
- Need Resource Centers with Reach Back Capabilities

Life Long Learning

The OF Soldier

- Multi-skilled
- Increased span of responsibility
- Aided by technology



MOSQ



Robust Life-Long Learning Provides:

- Reach back to SME's at institution
- Technical updates
- Right-time training



In Garrison or on Deployments

Implications

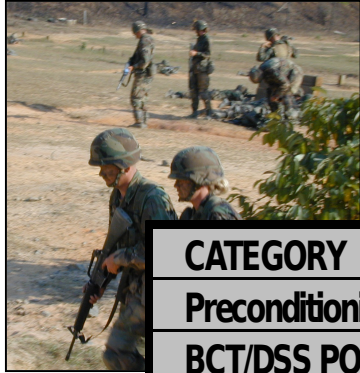
- **Wherever Soldiers / Leaders are Located**
- **Just-In-Time / On-Demand**
- **Reduces overall training and simulation development**
- **Interactive computer simulation**
- **Multiple repetitions at minimum cost**
- **24/7 reach for support on materials, information, and help**
- **Improves Individual and Unit Readiness**
- **Standardized Training**
- **PERSTEMPO Reduction-Reduced TDY**
- **RC Man-Day Reduction**
- **Reduces TTHS**
- **Cost Avoidance**



***Army
Investment
Needed!***

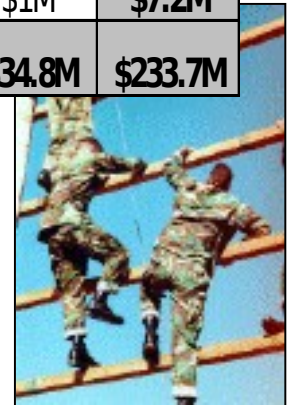
Transformation Estimates

(FY03-09)

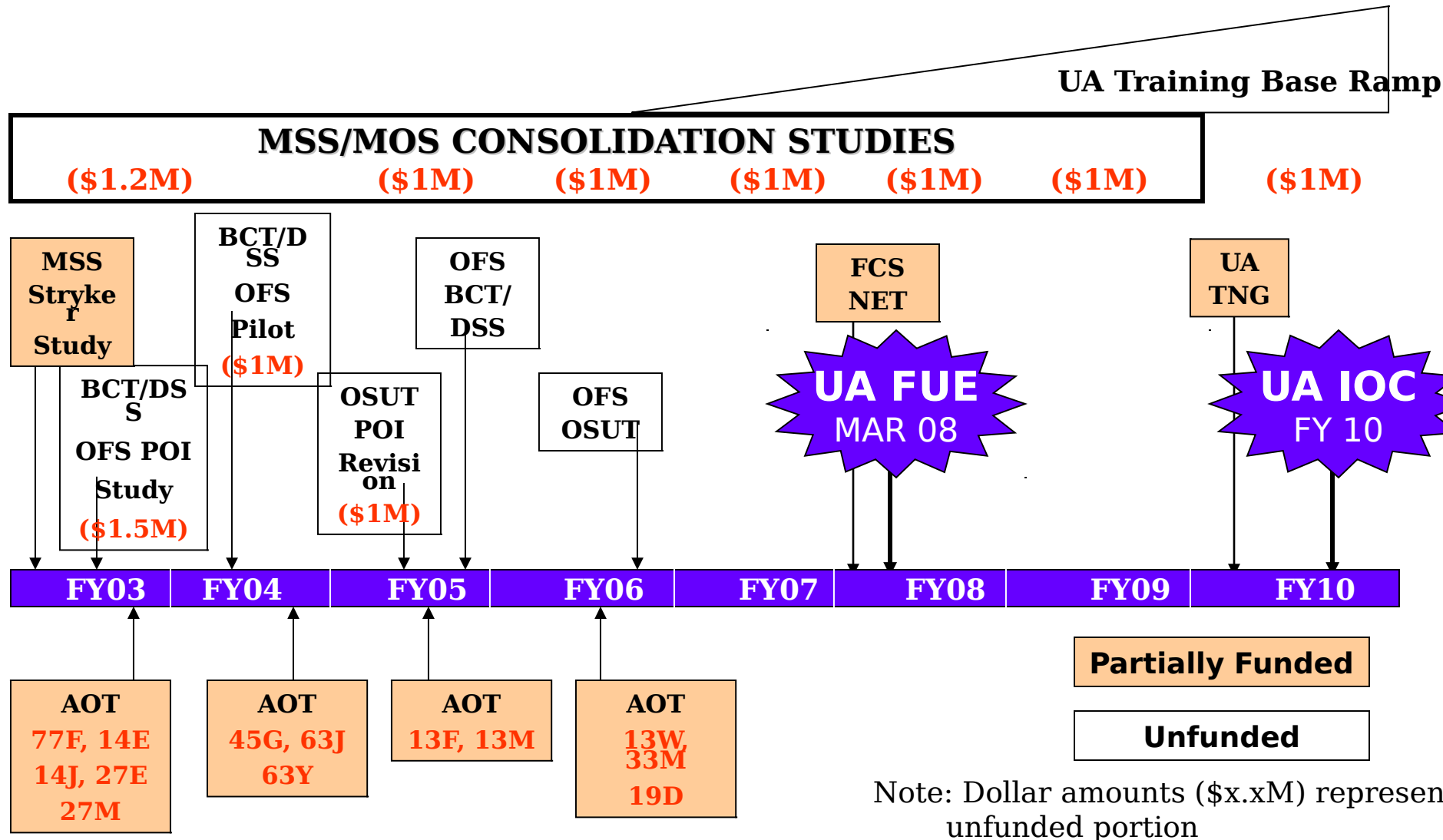


CATEGORY	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	TOTAL
Preconditioning Study	\$1.5M							\$1.5M
BCT/DSS POI Development & Pilot	\$1.5M	\$1M						\$2.5M
OSUT POI Development			\$1M					\$1.0M
Assignment Oriented Training Life Long Learning*	\$8.8M	\$50.0M	\$43.7M	\$37.6M	\$33.8M	\$33.8M	\$33.8M	\$221.5M
MSS/MOS Consolidation*	\$1.2M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$7.2M
TOTAL	\$13.0M	\$52.0M	\$45.7M	\$38.6M	\$34.8M	\$34.8M	\$34.8M	\$233.7M

* Previously presented at DTLD RRC



Objective Force Training Timeline



• Market • Outreach • Recruit • **Assess** • **Preconditioning** • Train